## **28 MOTIVATION**

## **CASE STUDY**

The Human Resources Director and the health and safety staff at Pipestone Manufacturing are meeting to discuss how to encourage Pipestone employees to learn and follow safety guidelines. The Human Resources Director explains that when his staff interviews job applicants, it looks for people with physical characteristics and personality features that will complement a job. The director feels this helps ensure safety because it takes human-machine interaction into consideration. He believes in Theory Y when it comes to motivating workers and feels that frequency is essential to having employees learn safe practices. The health and safety staff agrees with the director, but wants to be sure that new employees have a positive experience with safety from the beginning. They feel the law of primacy is important in this case and that frequency and recall can be used as part of follow-up activities.

1. Explain Theory Y and how it can apply to safety.

- 2. Why does the Human Resources Director feel that frequency is essential to learning safe practices?
- 3. How does the law of primacy affect safety?